NASA Goddard Space Flight Center

NEW MISSION, NEW OPPORTUNITY:

Finding One's Way Through Reorganization
Without Getting Lost

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SESSION OBJECTIVES

- Explore opportunity side of change
- Examine pitfalls/traps to avoid
- Identify specific "To Dos"
- Position GSFC to renew <u>individual</u> commitment to embracing change

THE DILEMMA

- What's in it for me?
- Why is progress so slow?
- How will management perceive my uncertainty?
- Can I rely on (wait for) positive outcomes?
- What can/must I do now?

"THE SIGNIFICANT PROBLEMS WE FACE

CANNOT BE SOLVED

AT THE SAME LEVEL OF THINKING

WE WERE AT

WHEN WE CREATED THEM."

- Dr. Albert Einstein

OLD WORDS, NEW MEANINGS

Mission

Partner

Create

Systemic

Coach/Mentor

Requirements

OBSTACLES TO PROGRESS

- Outlook: "Change is not good"
- Successful paradigms and traditions
- Incomplete sense of ownership
- Overwhelmed by magnitude of change
- Direction unclear
- Inconsistency between directives and results

CONFUSING STRATEGIC & TACTICAL CHANGE

- Change is constant, but seldom strategic
- Tactical
 - "Quick" fix possible
 - Focus on symptoms (effects)
 - Minimal, superficial long-term impact
 - System compensates almost immediately
 - Timeframe between events relatively short
 - Fundamental relationships remain unchanged

TACTICAL VS. STRATEGIC CHANGE

- Strategic change:
 - "Quick fixes" clearly useless
 - Focus on causes
 - Significant long-term impact
 - System reacts slowly
 - Timeframe between events longer
 - Fundamental relationships altered

EXAMPLES

- Tactical
 - Software enhancements
 - Daily weather changes
 - Family argument
- Strategic
 - DC3 ====> Boeing 777
 - Divorce
 - War
 - Change of job assignment

SO WHAT??

When we confuse the two, the following occurs.....

- Focus on short-term results takes over
- Resources are wasted
- Misguided "quick fixes" create/compound longterm problems
- Focus on the important is lost
- Default action plan: Guess, Wait, React
- Pain/frustration prolonged ===> Demoralization
- Strategic goals never met

PRODUCTIVITY

(FASTER, CHEAPER, BETTER)

TACTICAL EFFICIENCY

(DOING THINGS RIGHT: FASTER, CHEAPER)



EFFECTIVENESS

(DOING THE RIGHT THINGS: BETTER)

STRATEGIC CHANGE AS OPPORTUNITY

- Enables 4 possibilities:
 - Re-define Individual Contribution
 - Create more productive work relationships
 - Re-define "value" of organizational output
 - Serve customers <u>better</u>
- Limited window of opportunity
- High-leverage
- Cyclical in nature
- Combination of limited predictability and chaos

OPPORTUNITY #1: THE NEUTRAL ZONE

Interim period between directives and results

- Confusion, uncertainty, speculation
- Searching for consistency; alignment between words and actions
- Innovation, re-invention momentum grows
- Opportunity not present (as strongly) during periods of stability

OPPORTUNITY #2: CONSTRUCTIVE CONFLICT

A prerequisite for innovation, requiring a clash of different ideas, approaches

- Enriches eventual collaboration
- Obstacle: obsession with consensus/agreement (at any cost)
- Agreement is often a deterrent to meaningful (strategic) progress
- Must sacrifice short-term gratification in order to sustain superior idea generation

CONSTRUCTIVE CONFLICT

Essential difference-maker.....

- A magnet for new outlooks and approaches
- Encourages individual initiative
- Develops/strengthens real ownership
- Provides stronger foundation for consensus
- Heightens critical thinking

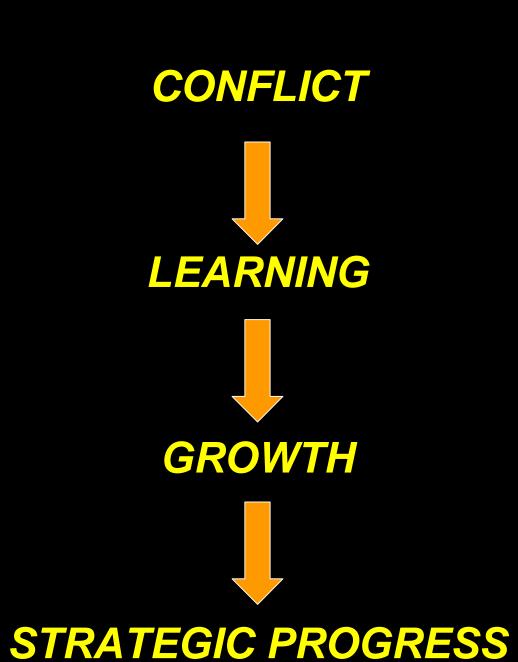
Characteristics:

- Agreement is challenged, not accepted
- Rapid conclusions held suspect
- Ideas, not people, are criticized/dissected

CONSTRUCTIVE CONFLICT

Beware:

- Tendency to ignore naysayers
- The appearance of discourse
- Endless discourse
- Subtle group member attrition
- Deference to management...then blame them!
- Paradigms ("we've always done it this way")
- Newer is better ("The old way is outdated")



OPPORTUNITY #3: NEW ROLES/RELATIONSHIPS

- Individual Contribution
 - Re-define "potential"
- Productive relationships with co-workers
 - Re-shape interaction with peers and management
- Mutually beneficial relationships with customers
 - Think outside the box regarding solution boundaries

REQUREMENTS FOR SUCCESS

- Minimize deviation from GSFC core values
- Engage (don't avoid) the forces of resistance
- Highlight dignity and respect for the individual
- Focus: What must I do this week to move us one step forward?
- Balanced approach (must tolerate daily fluctuations) between individual questioning and Consensus
- Re-examine the questions!!! (Not the answers)

QUESTIONS, NOT ANSWERS

Peers

- How can I convince him that I'm right? <u>Vs</u>. Why is it that he sees this differently?
- How can we avoid this error in the future? <u>Vs.</u>
 How can we exploit this error as a collective improvement opportunity?

Customers

- How do we satisfy them? Or how do we create partnerships with them?
- How cost-effectively can we meet their current needs? Or what will it take to become their only choice in satisfying FUTURE needs?

PRACTICAL DELIVERY

- Don't insist on agreement
- Meetings
 - 55 minute maximum
 - Jointly develop agenda; publish in advance
 - No sidebars or deviation
 - Why do I need to attend?

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